



Maryland
Transportation
Authority



MDTA Strategic Plan

2024

WHO WE ARE

The Maryland Transportation Authority (MDTA) was established in 1971 by the Maryland General Assembly to finance, construct, operate, preserve and improve the State's toll facilities, as well as to finance new revenue-producing transportation projects.

The MDTA is financed by toll revenue. The MDTA's toll revenues are separate and independent from MDOT's Transportation Trust Fund. At the MDTA, we're dedicated to innovative transportation solutions that improve connectivity, create opportunity, enhance safety, promote equity, and support economic development.

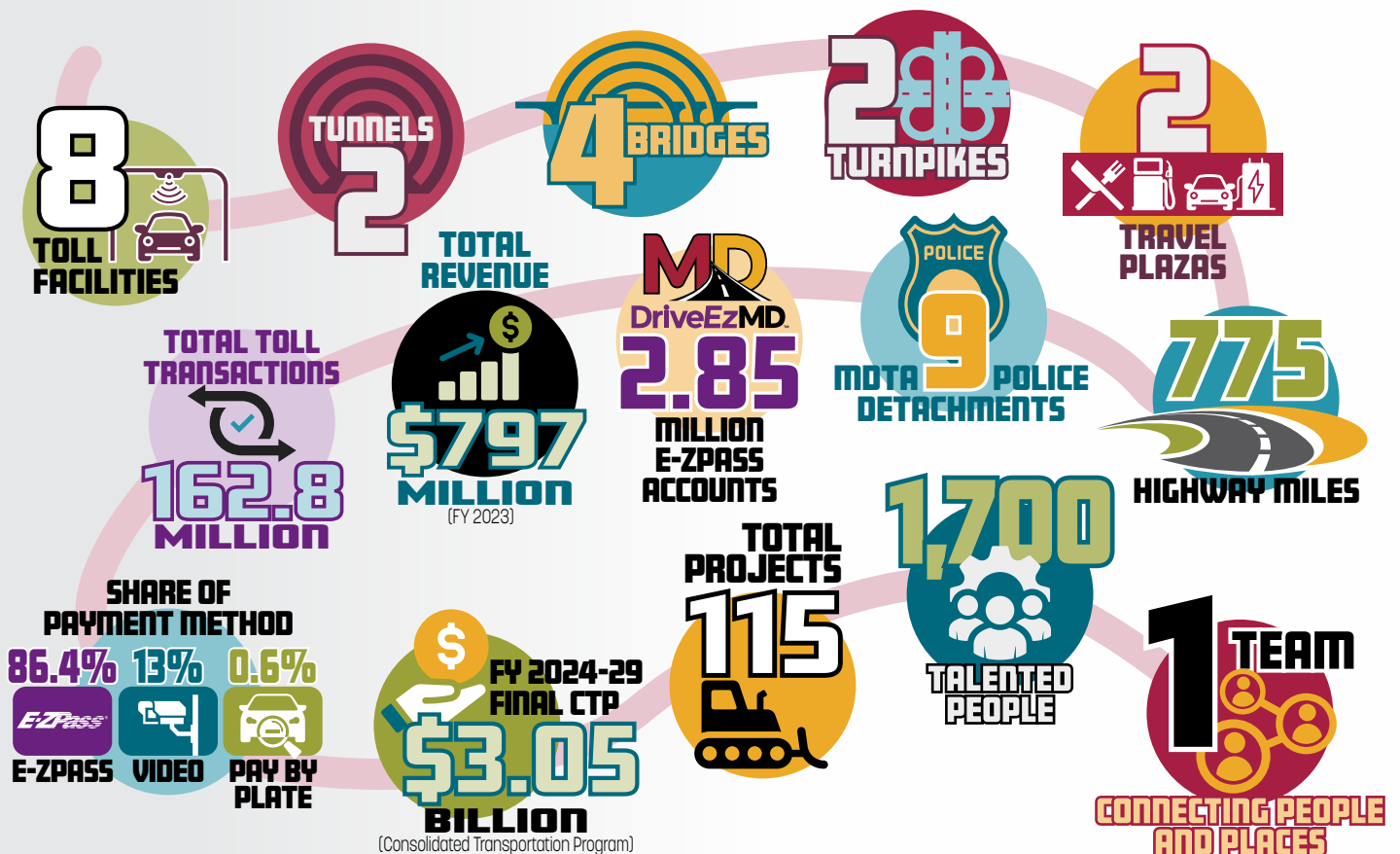
For more than 50 years, the MDTA has provided Maryland's citizens and visitors with safe, secure, reliable and convenient transportation facilities. We are committed to preserving our vital infrastructure

and to excellence in customer experience. We rely on our employees and their commitment to excellence to achieve our success.

The MDTA Police is nationally accredited and is the eighth largest law enforcement agency in the State of Maryland with more than 500 sworn and civilian professionals. MDTA Police Officers are responsible for law enforcement at MDTA bridges, tunnels, thruways, highways, the Baltimore Washington International/ Thurgood Marshall Airport and the Port of Baltimore.

MDTA's toll facilities provide vital links in Maryland's transportation network, connecting all Marylanders to life's opportunities. Covering more than 775 road miles of major highways, MDTA's electronic tolling system provides customers with mobility options and helps keep people and goods moving in Maryland.

MDTA BY THE NUMBERS



MDTA FACILITIES

CENTRAL REGION

Baltimore Harbor Tunnel (I-895)

Crosses under the Patapsco River and provides key connections for major north/south highways and many arterial routes in Baltimore City's industrial sections

Fort McHenry Tunnel (I-95)

Crossing under the Patapsco River south of Fort McHenry and connecting the Locust Point and Canton areas of Baltimore, the tunnel is a vital link in I-95, the East Coast's most important interstate route

Francis Scott Key Bridge (I-695)

Spans the Patapsco River and serves as the outermost of the three toll crossings of the Baltimore Harbor

SOUTHERN REGION

William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301)

Crossing the Chesapeake Bay along US 50/301, the dual spans provide a direct connection between Maryland's Eastern Shore and the metropolitan areas of Baltimore, Maryland, and Washington, D.C.

Governor Harry W. Nice Memorial/Senator Thomas "Mac" Middleton Bridge (US 301)

Spans the Potomac River, providing a key link between Newburg, Maryland, and Dahlgren, Virginia

Intercounty Connector (ICC)/MD 200

Maryland's first all-electronic toll facility connects I-370 in Montgomery County and US 1 in Prince George's County, delivering dependable travel times with a relatively congestion-free highway

NORTHERN REGION

Thomas J. Hatem Memorial Bridge (US 40)

Spans the Susquehanna River between Havre de Grace (Harford County) and Perryville (Cecil County) and is the oldest of the MDTA's toll facilities

John F. Kennedy Memorial Highway (I-95)

Designated I-95 as part of the national highway interstate system, this 50-mile section runs from the northern Baltimore City line to the Delaware state line

I-95 Express Toll Lanes (ETL)

Provides eight miles of travel lanes on I-95 between Baltimore City and White Marsh in Baltimore County

TRAVEL PLAZAS

Maryland House Travel Plaza

I-95 at mile marker 82 between Exit 80 (MD 543) and Exit 85 (MD 22) in Harford County

Chesapeake House Travel Plaza

I-95 at mile marker 97 between Exit 93 (MD 222) and Exit 100 (MD 272) in Cecil County



TOLL FACILITIES

Thomas J. Hatem Memorial Bridge (US 40) **1**

John F. Kennedy Memorial Highway (I-95) **2**

Fort McHenry Tunnel (I-95, I-395) **3**

Baltimore Harbor Tunnel (I-895) **4**

Francis Scott Key Bridge (I-695) **5**

Intercounty Connector (ICC)/MD 200 **6**

William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301) **7**

Governor Harry W. Nice Memorial/Senator Thomas "Mac" Middleton Bridge (US 301) **8**



MISSION STATEMENT

The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, exceptional, and inclusive transportation solutions in order to connect our customers to life's opportunities.

MDTA MISSION

Talented people ensuring Maryland's iconic bridges, tunnels and roadways are the customer's trusted and preferred choice for safe mobility, connection, and E-Z passage today and tomorrow.

MDTA VISION

One team connecting our customers to what matters most.



VALUES

MDTA is **ONE TEAM** working together to:



Appreciate Maryland's **DIVERSITY** and bring our services to all communities.



Foster **INNOVATION** to revolutionize transportation operations.



Promote **INTEGRITY** through accountability, transparency, governance and communication.



Ensure the **SAFETY** of our employees, customers, facilities and systems.



Provide exceptional **CUSTOMER EXPERIENCE**.

The MDTA is dedicated to advancing MDOT's commitment to working in partnership with the communities it serves and promoting equity, environmental protection and sustainable communities, while connecting people to the places where they live, work and play. The facilities and services that MDOT and the MDTA provide are vital to the quality of life of all Marylanders and meeting their day-to-day mobility needs. The goals and guiding principles detailed in the [2050 Maryland Transportation Plan \(MTP\)](#) – the department-wide long-range plan – will guide the agency in making strategic transportation investments to better serve all Marylanders. Our Strategic Plan

supports the 2050 MTP and provides strategic direction for MDTA through its four goals, 24 objectives and 16 key focus areas and initiatives identified in the Roadmap. Our Strategic Plan elements align and support the MTP's guiding principles and goals. One example is our goal to modernize our transportation network, which is built upon the MTP's guiding principle of modernization and supports the goals to deliver system quality and enhance safety and security. Together, we are a collaborative team committed to building a transportation system that connects all Marylanders to life's opportunities and leaves no one behind.

GOALS AND OBJECTIVES



Prioritize people in all we do

- Attract, develop, build and retain the best team.
- Seek customer feedback and continually build our reputation with our customers.
- Create an inclusive workforce that reflects our diversity.
- Communicate plainly and transparently.
- Strengthen and cultivate our culture.
- Build contractor relationships and provide opportunities for them to collaborate with us.
- Avoid, minimize and mitigate impacts to the natural and man-made environment.
- Strengthen and build partnerships with agencies and businesses.



Expand our reputation as a national leader

- Transform how our customers engage with us.
- Implement innovative solutions for our business.
- Formalize pathways of collaboration.
- Evaluate and modernize MDTA's transportation network.
- Deliver projects on-time and on-budget.
- Support technology enhancements.



Demonstrate financially sound and fiscally responsible decision making

- Maintain excellence in financial reporting.
- Practice transparency and standardization.
- Govern with accountability.
- Implement and standardize knowledge management.
- Commit to environmental, social impact and governance practices.



Ensure the safety and security of our employees, customers and facilities

- Prepare and protect against natural and man-made disasters and climate change.
- Establish safety through preparation.
- Support Maryland's efforts on Highway safety.
- Ensure safety with vigilance and self-assessment.
- Accommodate the constantly changing needs for security.
- Evaluate opportunities for real-time information in our communication.

2024-2027 Roadmap

Strategic Plan Goals

- Prioritize people in all we do
- Expand our reputation as a national leader
- Demonstrate financially sound and fiscally responsible decision making
- Ensure the safety and security of our employees, customers and facilities

Undertake Francis Scott Key Bridge salvage and reconstruction activities

Support work zone safety initiatives

Develop a knowledge management program

Deliver two new software applications to support socio-economic compliance

Utilize KPIs to enhance customer experience

Build a diverse, equitable and inclusive team

Provide education and engagement regarding MDTA major projects

Actively review and update processes, policies and procedures

Provide job opportunities through projects that offer workforce training

Coordinate with local jurisdictions on possible bicycle/pedestrian accommodations

**Bay Crossing Study
Tier 2 NEPA
Final Record of Decision/Selected Alternative Identified**

Utilize asset management resources to support budget and contract decisions

Expand preventive maintenance programs

Expand and implement employee development opportunities

Develop and implement employee safety near-miss reporting

Avoid, minimize and mitigate impacts to the natural and man-made environment



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